

RECLAMATION

Managing Water in the West

Participant Comments **Reclamation Meeting on *Managing*** ***for Excellence***

Las Vegas, NV
July 10-11, 2006



U.S. Department of the Interior
Bureau of Reclamation

MISSION STATEMENTS

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian tribes and our commitments to island communities.



The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

Breakout Session Comments and Feedback

Action Items 20-23: Project Management

- Is the decision of what is a “Project” and what is “Project Management” at the heart of the issue (across Reclamation)?

Response - This team is working on defining the breadth of application for any changes to a structured Project Management (PM) approach. The “needs assessment” shows some form of PM is appropriate to apply to some other work which would be considered “non-construction” projects.

- For work associated with the Central Utah Project, a structured PM approach which included using a Work Breakdown Structure, detailed CPM scheduling, risk and contingency management, etc. has been used with very good success for the past 12 years. Also use of techniques such as “partnering”, team building, and regular project status meetings has been used to support the Project Management effort.

Response - Reclamation’s PM team will account for this information in our considerations for recommendations to management.

- Will there be a PM “manager” who is responsible or will there be a PM “team” where no one is responsible? There has been experience with Reclamation projects where there appears to be no one in charge and problems have occurred. There has also been experience where it was clear who was in charge and those situations were positive.

Response - This issue will be accounted for by the team and will continue to be a topic of considerable discussion. It has not been resolved at this point. It is recognized from our research that private industry clearly relies upon an approach using “responsible PM’s”. Reclamation’s current matrix organization poses challenges in this area. This team is focused on making recommendations which will be successfully implemented in today’s Reclamation culture.

- Finding someone to make a decision (without a charge number) is difficult.

Response - This team anticipates that a PM M4E end result will help situations such as this.

- Cannot see how any large project gets done with out PM. An advantage to performing PM is that it provides a means to foresee significant cost and schedule issues, allowing for mitigation opportunities.

Response - Our team believes good PM practices are necessary for all large and small “construction type” projects. However, in our world today the predominant labor is directed to smaller type projects and there is no consistent PM process as was also found by the NRC study.

- Caution that we have enough flexibility to allow for local processes that are working.

Response - This issue will be accounted for by our team and will continue to be a topic of considerable discussion. This issue has not been resolved at this point. We recognize the need for flexibility and efficiency balanced with some order of consistency and accountability. This team is focused on making recommendations which will be successfully implemented in today’s Reclamation culture.

- Consistency is needed. *See response above.*
- Encourage stakeholder input. This is very important. EIS’s also. Some centralization could have value.

Response - Our needs assessment of PM in today’s Reclamation concludes that improved stakeholder input is necessary. Consideration of using some PM techniques and processes for EIS’s will be considered by the team. Centralization concepts may have merit and will continue to be discussed; however, we recognize the importance for having local presence. This team is focused on making recommendations which will be successfully implemented in today’s Reclamation culture.

- Could Reclamation apply PM to NEPA, RIPS, etc. similar to the PM being practiced at the Animas-La Plata Project? Experience has shown that poor management of an EIS can have greater project impacts than construction problems.

Response - Consideration of using some PM techniques and processes for EIS’s will be considered by the team.

- Apply PM to specifications and design phases to avoid going back to previously discussed options. Need field inspectors to participate in the design and specifications process.

Response - Consideration of using some PM techniques and processes for the design and specifications processes will be considered by the team. It is recognized that involvement by the field engineering staff during the design

process is good practice and should be accomplished if it can be economically accomplished.

- Construction/Project Managers should be licensed engineers. Please investigate. Require Professional registration for biologists.

Response - Reclamation currently has a policy for registration for certain positions. This team will consider the requirement for registration for Project Managers. Consideration for requiring registration for biologists is beyond the scope of this teams work.

- Look at the Family Farm Alliance 2005 report submitted to the NRC team for successful projects used for the Sacramento River fish screen projects.

Response - This team will review the FFA report and consider this information.

- There is a difference between customers and stakeholders. Modern Reclamation PM practices should account for this difference and should involve both.

Response: This team will consider this important point.

- Engineers seem to overreact while doing project work in reaction to opinions from environmentalists and biologists..

Response - Dealing with this delicate relationship is beyond the scope of this teams work.

- Does Reclamation have a mentoring program?

Response - There is a formal training program for new engineers and there is no formal mentoring program for PM. This idea will be considered by the team.

- Any policy statement needs an "accountability" statement up front which addresses who is accountable for the Project Management. There is a need to distinguish between Project Management needed to provide a product and process management such as would be needed to get through the NEPA process. .

Response - The team will clearly express the "accountability" statement in our recommendations to management. The distinction between PM and processes will be considered by the team.